



# COMMANDANT'S DIRECTION



THE COMMANDANT OF  
THE UNITED STATES  
COAST GUARD

Dear Men and Women of  
the Coast Guard,

I am proud to present you  
with the "Commandant's  
Direction." It is my vision  
and goals that will guide the  
course of the Coast Guard to  
be the Premier Maritime  
Service in the world!

## Commandant's Vision Statement

Be professionals and remain proud of our  
reputation as Lifesavers and  
Guardians of the Sea.

Be a military organization and a valued  
member both of the Department of  
Transportation and Armed Forces.

Be the world's premier maritime service.

Be leaders in our day to day lives and  
performance of duties.

Be committed to Diversity and support  
for all of our People.

Be committed to our values of Honor,  
Respect and Devotion to Duty.

Above all, live our motto - *Semper Paratus* -  
In all we do.

## Introduction to the Commandant's Direction

It is my privilege to serve the American public as the Commandant of the United States Coast Guard. It is also my privilege to lead you, the men and women that make up this quality organization, to a higher level of public service during a time of great opportunities and challenges. We are in an environment of change in our nation and government, encouraging us to look within and improve our performance and service to the public. At the same time, we can expect a severely constrained budget environment in the coming years as the President strives to meet his goals of deficit reduction and making government more responsive to all Americans. For this reason, I want to clearly convey to you, my priorities. I have structured my "direction" to meet the needs of all customers—from each individual Coast Guard employee and volunteer; to the Secretary of Transportation; and to the American public. I want you to use the "Commandant's Direction" in your planning and the day-to-day management of your activities.

This 'Introduction' contains the essence of my "direction" for the future.

### The U.S. Coast Guard

I envision the Coast Guard as the world's leading maritime humanitarian and safety service. I view us as a strong contributor to our national security through all of our missions especially maritime law enforcement and our role and responsibilities as one of the five armed forces of the United States. We are a professional organization whose personnel are proud of their traditions as lifesavers, guardians of the sea and military service. We will be an organization that epitomizes total quality management. We will gain recognition as the employer of choice for a diverse workforce which streamlines its infrastructure and reduces administrative costs, along with the rest of the federal government while maintaining essential services to the public, especially those that relate to safety. Diversity is critical. Coast Guard management at the highest levels will embrace diversity. "People First" programs will remain a high priority providing our workforce with the tools and environment they need to succeed. Leadership will be in the forefront of day-to-day operations for all personnel. We will manage our public service programs to return significant benefits for every tax dollar invested. We will not reduce our level of service to the public!

### **The Department of Transportation**

We have established strong Departmental partnerships which will enable us to contribute to an efficient, effective, safe, and integrated transportation network. We will align our daily efforts to DOT's Strategic Plan. I envision a nationwide waterway and port management system in synergy with other transportation systems. We will position ourselves as the world leader in marine environmental protection. We will expand the Coast Guard's role to enhance the marine transportation system infrastructure and provide a more comprehensive, coordinated safety network focusing on new technologies, human error prevention, navigation improvements, hazardous materials transport, and information systems.

### **The American Public**

I see the Coast Guard contributing significantly to the national economy because marine transportation remains the primary method of trade movement. We will continue to foster development of international measures, standards, and practices, in both commercial vessel safety and marine environmental protection. Through these initiatives, we will contribute to reducing the costs of marine transportation, stimulate economic growth and create jobs by promoting safe, secure and competitive transportation systems. We will redirect our research and development efforts to further mission productivity. We will align our capabilities to be consistent with the "new world order" while preserving our multi-mission capabilities, and meeting national security responsibilities. We will remain a valued member of the Armed Forces and maintain readiness to participate in Joint Operations.

### **Conclusion**

I am excited about the opportunities ahead of us and energized by the challenges we face. I have nothing but extreme confidence about the future of this organization as we approach the 21st century together. The U. S. Coast Guard has always relied upon its most important asset, its people, to serve the American public and fulfill its tradition of quality service. I, too, am relying on you to continue that tradition.

## Coast Guard Attributes

These core Coast Guard attributes are key, fundamental traits of our organization. They form the foundation upon which we currently operate and define our distinctive character which we will carry into the future.

**EXCELLENCE** — WE are committed to quality and excellence in everything we do and recognize the effects of our decisions on people and resources. Quality, empowerment and continuous improvement are essential to our success. WE value listening as an important tool in learning from others.

**LEADERSHIP** — WE are visionary in our programs and everyday activities. OUR actions are result-oriented. WE respect the trust the American public places on us and are effective stewards of the taxpayer's interest.

**SERVICE TO THE AMERICAN PUBLIC** — WE exist to provide quality service to the American public as the premier maritime service in the world. WE are renown as a maritime humanitarian and safety organization.

**TRADITIONAL ROLES** — WE are a professional organization whose personnel are proud of their traditions as lifesavers, guardians of the sea and military service. OUR principal roles are focused on maritime safety, marine environmental protection, maritime law enforcement and national security.

**ARMED FORCE** — WE will remain one of the five armed forces of the United States. WE have military roles and are military in character.

**MULTI-MISSION** — WE will retain the ability to respond to changing national priorities and crises by procuring, maintaining and crewing assets suitable for conducting varied operations in the coastal and marine environment.

**MARITIME FOCUS** — WE operate on, over and beneath the waters of the United States and the world's oceans. OUR link to the sea is the common thread which binds all Coast Guard tasks and people together.

**WORK LIFE** — WE provide a safe and balanced work-life environment for all our employees. WE value the needs of individuals. OUR most important resources are people.

**ETHICAL STANDARDS** — WE honor and promote personal integrity, loyalty, and professional behavior. WE value diversity, teamwork and responsiveness. WE are responsible and accountable for what we do.

## Coast Guard Goals

1

Provide **leadership** and a working environment to enable all of our people to reach their full potential.

2

Place **diversity** in the Coast Guard at center stage.

3

Meet the mandate to **streamline** with no reduction in essential services.

4

Maintain a strong response capability; always ready as a military service to meet **multi-mission** requirements.

5

Enhance and extend our reputation as the world's **premier maritime service**.

6

Engage the Coast Guard as an **intermodal partner** in the implementation of the DOT Strategic Plan, particularly in the areas of infrastructure and safety.

7

Ensure that the Coast Guard epitomizes the best in **quality** management practices and performance.

8

Pursue and exploit **new technologies** to achieve gains in productivity and enhance mission performance.

# Goal 1

Provide *leadership* and a working environment to enable all of our people to reach their full potential.



... Ensure that Coast Guard employees and their families work and live in the best physical environment possible. ... Continue adequate funding for “People First” programs. ... The goal is to maintain excellence in service to the public without unfairly increasing the burden on our workforce. ... Create a full partnership with all employees including reserve forces, as well as, with volunteers like the Auxiliary.

To meet this goal we will:

- Promote quality leadership and management throughout the organization.
- Prepare our people to perform their duties.
- Provide the support structure necessary for our people to succeed.
- Maintain comparable pay and compensation to ensure a quality workforce.

## Goal 2

Place *diversity* in the Coast Guard at center stage.



... Position the Coast Guard over the next four years to become an organization that is recognized as the employer of choice for a diverse workforce. ... Every Coast Guard employee and volunteer to reach his or her maximum potential in job performance. ... Develop a working and social environment in the Coast Guard that is free from all forms of repression by recognizing and drawing strength from cultural differences and removing cultural barriers which hinder our progress.

To meet this goal we will:

- Change the composition of the CG workforce to better reflect the U.S. population.
- Change the workforce environment (culture) to guarantee equal treatment and opportunity.
- Assign individuals, from groups targeted in diversity goals, to top management positions so that they can successfully compete for flag officer and SES selection.

## Goal 3

Meet the mandate to *streamline* with no reduction in essential services.



... Utilize process and program performance measures, to plan and manage resource trade-offs against outcomes and results to improve service delivery.  
... Place the appropriate resources at the right place at the right time. ... Establish program standards that satisfy our customers requirements and then develop performance based measures of effectiveness to evaluate and prioritize resource allocations. ... We will reengineer the support system, the field command and control infrastructure and the training system, harvesting the savings to maintain current services to the public.

To meet this goal we will:

- Be responsive to OST and OMB guidelines with regards to National Performance Review (NPR) and the Government Performance and Results Act (GPRA) initiatives.
- Manage base resources more efficiently.
- Reduce overhead, administrative and support costs.

## Goal 4

Maintain a strong response capability;  
always ready as a military service to meet  
*multi-mission* requirements.



... Continue to contribute to the national security as we have done since our inception over 200 years ago. ... Resources to meet extraordinary immediate challenges in any mission, anytime, anywhere. ... Establish a firm linkage between our role in the NAVGARD Board and our role in supporting DOT's Strategic Plan.

To meet this goal we will:

- Preserve multi-mission capabilities of our people and facilities.
- Provide surge capability to meet national security and disaster response requirements.
- Align our capabilities to be consistent with the "new world order" and changing national security goals.

## Goal 5

Enhance and extend our reputation as the world's *premier maritime service*.



... Make significant contributions to the national economy. ... Leading the world's premier maritime service to further excellence in the mission areas that support the strategic economic goals of the United States. ... Maritime reform initiatives will focus on reducing transportation costs, stimulating economic growth and creating jobs through the promotion of safe, secure and competitive transportation systems. ... Position ourselves as a world leader in marine environmental protection.

To meet this goal we will:

- Enhance maritime safety.
- Promote environmental protection, and safety at sea to reduce pollution, accidents and associated health care costs.
- Continue the lead in developing international measures, standards and practices to further commercial vessel safety, marine environmental protection and national economic interests.

## Goal 6

Engage the Coast Guard as an *intermodal partner* in the implementation of the DOT Strategic Plan, particularly in the areas of infrastructure and safety.



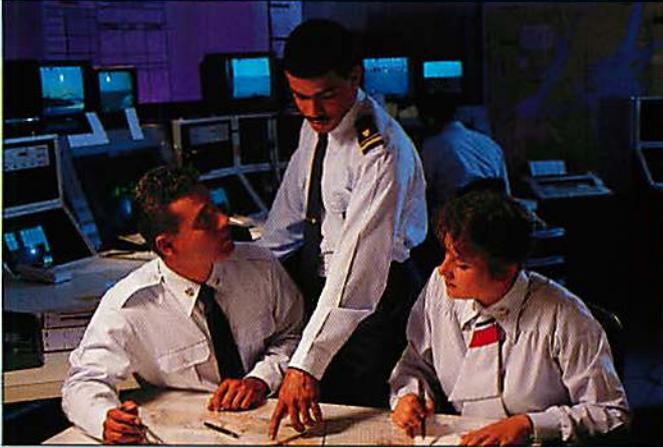
... I view intermodalism as the delivery of an efficient, effective, safe and integrated customer oriented transportation system through strong partnerships of all the Department of Transportation's various components. ... Enhance the intermodalism concept within the Coast Guard, with the rest of the Department and for our external customers. ... Place special emphasis on working together on issues surrounding the intersection of waterways with other types of transportation. ... Reach out and better serve customers and work with partners in the private sector, industry, and other government agencies. ... Promote more "give and take" between the Coast Guard and the other modal administrations on safety issues through teams, natural work groups and other alliance forums.

To meet this goal we will:

- Enhance Coast Guard participation in DOT team building initiatives relating to waterway and port management and infrastructure, transportation system interactions, and transportation safety.
- Integrate a national intermodal port management and waterway system.
- Serve as a "change agent" in providing a safer transportation network with an emphasis on prevention.
- Revitalize aging transportation networks.

## Goal 7

Ensure that the Coast Guard epitomizes the best in *quality* management practices and performance.



... Continue as a recognized leader in quality management, taking steps to win the Presidential Award for Quality. ... We must benchmark 'best practices', survey our customers, provide them with alternative choices, and provide them with means for redress. ... Continue to expand on customer focused initiatives involving partnerships with other government agencies and industry. ... Use quality management to guarantee the public a measurable return on investment in benefits for every tax dollar invested.

To meet this goal we will:

- Make the Coast Guard's quality management the best in government.
- Focus on our customers at all times.
- Seek continuous improvement in our services.

## Goal 8

Pursue and exploit *new technologies* to achieve gains in productivity and enhance mission performance.



... Will promote the use of advanced technology to enable us to meet today's and tomorrow's needs on both a national and international scale. ... Finalize the technology to take the "search" out of our long-standing "search and rescue" mission. ... The Differential Global Positioning System has tremendous potential for many applications across all transportation modes. ... Change the IRM concept toward the establishment of a cross program manager of information resources.

To meet this goal we will:

- Redirect efforts in Research and Development to further mission productivity.
- Use technology to enhance maritime safety, surveillance and environmental systems.
- Be a partner with DOT's R&D efforts to develop integrated smart transportation and navigation information systems.
- Manage Coast Guard information resources.

DEPARTMENT OF TRANSPORTATION  
UNITED STATES COAST GUARD